UBER Foundations

Building Relationships

Learning Objectives

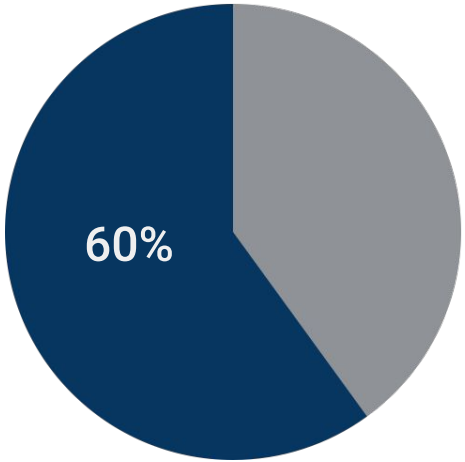
- Recognize the impact of relationships on teams and business outcomes.
- Discuss the connections between building relationships and emotional intelligence
- Describe how emotional intelligence and relationship management show up on Greenlight teams

Building Relationships

“In organizations, real power and energy is generated through relationships. The patterns of relationships and the capacities to form them are more important than tasks, functions, roles, and positions.”

Margaret Wheatley - American writer and management consultant

Building Relationships



60% of employees feel their relationship with their manager positively impacts their focus or productivity at work. (Virgin Pulse, 2016)

Relationships Activity

Word Mapping

In your participant's guide, list words or phrases that come to mind when you think about the characteristics of a successful and poor relationships.

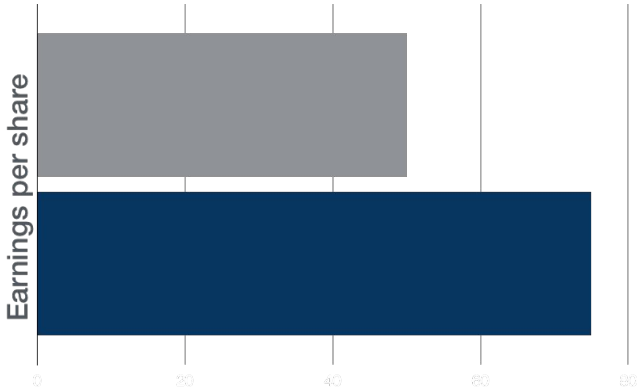
Debrief: Relationships Activity

What are some characteristics of positive relationships?

What are some characteristics of poor relationships?

How would you describe your relationships within Greenlight?

Building Relationships



Companies that invested in talented leaders, and leadership development programs -centered on managing *relationships*- reported (on average) they doubled employee engagement survey results. (Gallup, 2014)

These companies also reported 147% higher earnings per share than their competition. (Gallup, 2014)

Activity: Relationships @ Greenlight

Break up into four (4) teams! Tackle your assigned question around relationships at Greenlight. You will include your answer, provide an example, identify challenges, describe behaviors, and the impact.

What do you think experts expect when it comes to building relationships with their leaders?

How do the relationships amongst your employees impact your role as a leader?

How do you currently foster teamwork and collaboration amongst Greenlight teams?

How does communication impact the relationships amongst your teams?

Answer | Example | Challenges | Behaviors | Impact

Building Relationships

The shift of successful business organizations from rational, numbers-focused machines to dynamic, unpredictable, people-centric organisms has forced leaders to recognize how the relationships they build impact outcomes.

How would you describe Uber and Greenlight?

Managing Relationships

Relationship Management
leaders need skills to build bonds, inspire, influence and develop others. While being open to change, manage conflict and establish teamwork.
Social awareness
recognizing the emotions of the people with whom we interact and interacting based on the emotions in others
Self-Management
maintaining control of how your emotional state, identifying and extinguishing negative emotion
Self-awareness
knowledge of your feelings, motives, strengths, weaknesses, etc., as well as how you affect others

Scenario: Managing Relationships @ Greenlight

Amelia is a new Greenlight Supervisor. As she is learning more about her new role, she's relying on the expertise of her employees and managers for support. However, you notice Amelia has a difficult time receiving feedback from others. She is often defensive and/or disregards shared observations completely. You see team members ignoring mistakes Amelia makes to avoid awkward feedback conversations.

How do you think Amelia's behavior influences the relationships she builds with the rest of the team?

What else is potentially impacted by Amelia's challenges with feedback? Why?

Emotional Intelligence

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Emotions as Data

- For making decisions
- For motivating us
- For protecting us
- For understanding ourselves and others

"Denial of our emotions isn't the only danger we face when we rely too heavily on our left brain. We can also become too literal, leaving us without a sense of perspective, where we miss the meaning that comes from putting things in context (a specialty of the right brain)."

-Daniel Siegel

Professor at the UCLA School of Medicine and Executive Director of Mindsight Institute

Siegel, D., & Bryson, T. (2011). *The whole-brain child: 12 revolutionary strategies to nurture your child's developing mind*. New York: Delacorte Press.

EI vs. IQ Defined

What *is* **Emotional Intelligence** (EI)?

EI vs. IQ Defined

Emotional Intelligence (EI)

Emotional intelligence is your ability to recognize and understand emotions in yourself and others. This includes the ability to use this awareness to manage your behaviors and relationships.

Cognitive Intelligence (IQ)

Your abilities to learn and understand new situations, to reason through a given problem, and to apply knowledge to a current situation. Intelligence primarily involves the neocortex portion of the brain, which governs abstract thinking and reasoning.

Self Awareness

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Emotional Intelligence

Required for complex jobs, especially leadership positions

Emotional Intelligence *Can* Be Learned

- It increases over time if you're motivated and disciplined to learn the competencies and behaviors ("maturity")
- The "core of Emotional Intelligence," the limbic system (the location of our emotions), learns best through motivation, extended practice, and feedback
- To optimize the use of our emotions, the following are required: information; motivation; practice and openness to feedback about the impact of our behavior

Triggers Activity in Trios

Think back to a situation at work when you experienced high stress, and/or negative emotion - to the extent that your ability to perform was compromised

Triggers Activity in Trios

Think back to a situation at work when you experienced high stress, and/or negative emotion - to the extent that your ability to perform was compromised

In your participant's guide, answer the following.

- What were you experiencing? Were there any physiological signs?
- Could you pinpoint what triggered you [at that time]?
- What did you try to do? How did it go?

Meet with your trio and take ~ 2 minutes each to share your experiences

PRO TIPS: Self-Awareness

Keep an open mind.

Know your emotional triggers.

Be mindful of your strengths and weaknesses.

Embrace your intuition.

Stay focused!

Practice self discipline.

Set boundaries.

Relating to Others

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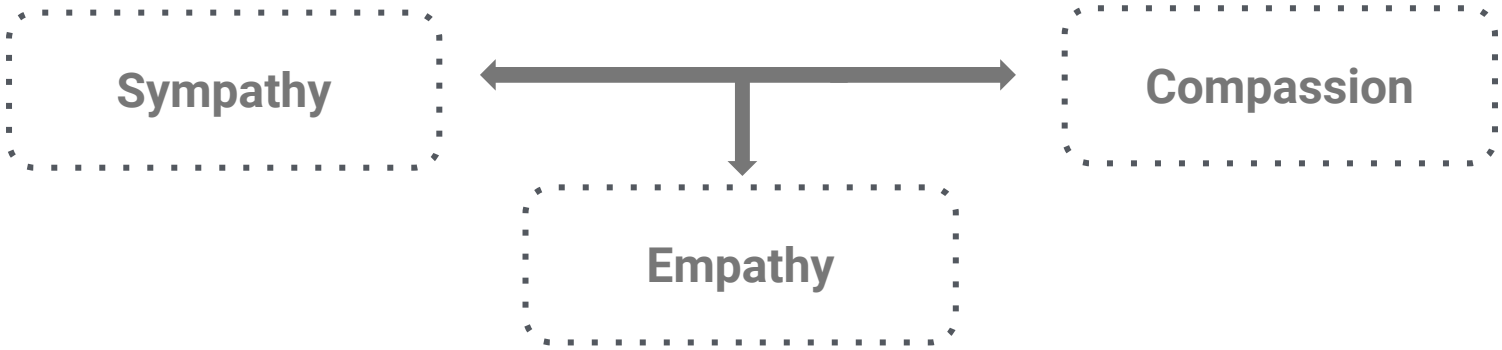
Emotional Intelligence Deep Dive: Relating to Others

What's the difference and how are they related?



Relating to Others

Sympathy is the **awareness** of another's feelings and experiences and understanding that one might help by easing those feelings.

"I feel for you"

Empathy takes the feelings and experience of others and internalizes them, a vicarious experience of another's emotions and situation.

"I understand you"

Compassion takes is a step further so that empathy then leads to a desire to **take action** to help alleviate the suffering of another person

"I want to help you"

EI Deep Dive: Aim for Compassion

Transform your experience of ***empathy*** into ***compassion*** action.

Why? Neuroscience research shows:

- Too much empathy can cause stress & burnout for the empathizer
- Some brain regions are activated in the person suffering & empathizing

  VS. compassion, which instead produces feelings of concern, warmth, and motivation to help the other person
- Compassion training can lower stress hormones, and boost immunity, and may even reduce your risk of heart disease.

Deep Dive: Aim for Compassion

Transform your experience of ***empathy*** into ***compassion*** action.

How can I *cultivate* compassion?

- Ask how you can help, don't assume you know what's wanted or needed
- Look for commonalities with your team members
- Encourage cooperation instead of competition in your team
- Lead by example - treating others with compassion is contagious!
- Be mindful of boundaries - avoid being an emotional sponge

Empathy & Compassion in Practice

Ask yourself:

- Who on my team do I most need to develop more empathy for?
- How might I do this?

Get together with a partner to brainstorm:

- What could you do to increase **empathy** to **compassion** towards this person?

Emotional Intelligence on My Team

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Group Discussion

In your groups discuss:

How does low Emotional Intelligence within your team affect your team's performance?

Feel free to record notes in your participant’s guide.

Four Types of Revaluation

Reinterpreting
"How can you/I take the *threat* away from the situation?"

Normalizing
"It's OK because others feel this way too"

Reordering
"I'm going to think about the value I'm putting on this"

Repositioning
"I'm going to consider this from another perspective"

Revaluation Activity in Trios (10 min)

In your trios, discuss a recent situation when a member of your team demonstrated low EI that impacted team performance.

Describe the situations and discuss how you can apply any of the four strategies to re-evaluate to coach the employee:

- Which revaluation strategy(s) would have been most helpful? How?
- Come up with several questions that would be useful in coaching someone else to re-evaluate with that method. *Record in participant's guide.*

Resources Placeholder

https://leadonpurposeblog.com/2011/11/26/leadership-is-a-relationship/

https://uber.jhana.com/blog/5-ways-to-boost-your-emotional-intelligence/

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